

LANCASTER COUNTY, PA
GROWTH MANAGEMENT UPDATE TASK FORCE (GMUTF)
Growth Management Element Request for Proposals Pre-Proposal Meeting

Wednesday, June 30, 2004
1:00 – 2:30 PM
Lancaster County Planning Commission
Lancaster County Courthouse
50 N. Duke Street, Conference Room 601
Lancaster, PA 17608

PLEASE NOTE – This document contains the following:

- (1) Minutes from the June 30th Pre-Proposal Meeting: **Pages 1-10**
- (2) Questions/Answers from the June 30th Pre-Proposal Meeting: **Pages 11-14**
- (3) Questions/Answers by phone/email through July 2nd: **Pages 15-16**
- (4) Firm Addresses: **Page 17**

Attendance:

GMUTF Consultant Subcommittee:

Richard Jackson, Chairman
Caroline Hoffer
Michael Kyle
Arthur Mann, Sr.
Jay Parrish
Steve Sylvester
Scott Ulrich
Karen Weibel

LCPC Staff:

Nancy Williams, Director of Long Range Planning
Mary Frey, Long Range Principal Planner
Mari Rich, Long Range Administrative Secretary

Consultants: (See attached contact information sheet)

Jill Thompson, Orth-Rodgers
Robert Lauriello, RETTEW Associates
Tim Staub, RETTEW Associates
Steve Dellinger, Hanover Engineering Associates, Inc.
David Holden, HNTB Urban Design & Planning
Brian Shunk, Trans Associates
David Hammel, Wallace Roberts & Todd
Lea Perrego, Mackin Engineering
Marian Hull, Kise Straw & Kolodner
John Weller, Spotts, Stevens and McCoy, Inc.

Cindy Daub-Miller, Innovation Focus, Inc.
Bree Gillespie, Innovation Focus, Inc.
Matthew Bennett, McCormick Taylor
Glenn Taggart, Taggart Associates
Tom Comitta, Thomas Comitta Associates / ACP Visioning & Planning
Andrew Miller, Stackhouse Bensinger
Pierre Vilain, Louis Berger Group

I. Introductions:

Mr. Jackson, Chair of the Growth Management Update Task Force Consultant Subcommittee, welcomed everyone and began the meeting with introductions. All the attendees introduced him/herself and stated the organization, firm, and location that he/she represents.

II. Opening Remarks:

Mr. Jackson provided the following background information regarding the County's Growth Management program and reviewed the process for the Request for Proposals (RFP) for the second Update to the County's Growth Management Element of its Comprehensive Plan.

Growth Management Update Task Force

- **Growth Management Update Task Force** - The Growth Management Update Task Force (GMUTF) was established in December 2003. It includes 60 representatives of various stakeholder organizations and regions throughout the County.
- **Task Force Charge** - The Task Force has been charged with guiding the process for development and adoption of a Second Update to the Growth Management Element of the County's Comprehensive Plan. The Update is expected to plan for new growth through the year 2030.
- **Update Completion** - The intended completion date of the Update is June 2005.
- **Task Force Steering Committee** - The Task Force has a Steering Committee that consists of the Co-Chairs of the Task Force and the Chairs of the three existing Subcommittees. These Subcommittees--as outlined in the RFP--consist of: (1) Consultant Subcommittee; (2) Public Involvement Subcommittee and (3) Plan Review Subcommittee.
- **Consultant Subcommittee** - The Consultant Subcommittee is charged with developing the RFP, and it will have primary responsibility, working with staff, to recommend--for Task Force, Planning Commission, and Board of Commissioners' approval--a consultant or team of consultants that will provide professional services relative to the development; public participation process; and adoption of the Update.

RFP Process

- **Questions and Answers Distributed** – By July 9th, a list of Questions and Answers will be distributed to those present and the list will also be posted on the Planning Commission's website.
- **Proposal Deadline** - Proposals will be accepted through July 19th at 5:00 PM EST.
- **Proposal Evaluation Process** - The proposals will be evaluated, and a shortlist of firms will be identified by early August with interviews to occur by August 20th.
- **Selection Process** - A Subcommittee recommendation will follow the interviews. Consideration of the recommendation by the full Task Force is anticipated in early September and by the Planning Commission and Board of Commissioners in mid to late September.

Growth Management Element Background

- **1993 Growth Management Element** - Lancaster County Planning Commission adopted a Growth Management Element as part of the County's Comprehensive Plan in 1993. The element was very forward thinking, incorporating the concept of Designated Growth Areas found in the Pennsylvania Municipalities Planning Code (MPC). Designated Growth Areas were established under the MPC as a tool for helping counties preserve agricultural land and open space by guiding growth to urbanized areas. As part of the 1993 Growth Management Element, Lancaster County established 2 Urban Growth Areas (UGAs) and 2 Village Growth Areas (VGAs), working in collaboration with a number of municipalities.
- **1997 Growth Management Element Update** - With the development of the first update to the Growth Management Element in 1997, an additional 7 UGAs and 12 VGAs were established, again, with the County working collaboratively with municipalities.
- **Total UGAs/VGAs** - Since the 1997 Update, a total of 13 UGAs and 26 VGAs have been established in Lancaster County. They have the City, a borough, village or urbanized part of a township at their center.
- **Targeted Density** - 80% of the County's growth is targeted to these Growth Areas with a targeted residential density of 5.5 units per acre. The average residential density that has been achieved is 5.0 units per acre in UGAs and 1.5 units per acre in VGAs.
- **Preservation** – At the same time that the County has tried to steer growth to urbanized areas, it has worked to preserve agricultural land and open space. Since the adoption of the Growth Management Plan in 1993, 35,401 acres of farmland and 2,857 acres of parkland have been permanently preserved. Since the inception of the Lancaster County Agricultural Preserve Board in 1983, a total of 711 farms consisting of more than 56,000 acres of agricultural land have been preserved by both the Agricultural Preserve Board and the non-profit Lancaster Farmland Trust.
- **Effort Continues** – Even with UGAs and VGAs--and Lancaster County's impressive record in preserving farmland--, development is still occurring

outside of UGAs, and it is occurring at very low densities. For example, the County is planning to produce a new Growth Tracking Report for the period extending from 1994 through 2002, and it will show 6,617 acres of new development occurred outside Growth Areas, and the average density outside Growth Areas was 0.8 dwelling units per acre.

- **Focus of Second Update** – The Second Update to the Growth Management Element will continue to be based on the principles of the County’s existing Growth Management Program, namely: (1) the preservation of agricultural land and the (2) establishment and support of urban growth areas.

The Second Update must include: (1) A Rural Strategy for Lancaster County that will not only promote the preservation of agricultural land, but will also maintain the future of farming in an environmentally and economically sustainable manner. (2) A Smart Growth Tool Box that will contain an enhanced and expanded number of regulatory, financial, and other growth management tools. These tools should be designed to create and sustain livable communities within urbanized areas consistent with smart growth principles.

In addition to the above items, the County and Task Force are looking for several other key components as part of this Update. Proposals that reflect a high level of vision, expertise, and creativity are a highly encouraged. Boiler plate proposals will not make it to the shortlist.

- **Fee Proposal** – The RFP also requests an itemized Fee Proposal that should be submitted under separate cover from your proposal. Each service or deliverable identified in the Fee Proposal should reflect a cost range, with a total for each range column included.
- **Goal** – Lancaster County is preparing for the growth that will occur over the next quarter century, while assuring the retention of the unique “spirit of place” that Lancaster has earned over the centuries. This “spirit of place” is based on the County’s highly fertile agricultural land; its breathtaking landscapes; its strong heritage and cultural resources; its diverse economy; its remarkable architecture; its people and more.

III. Request for Proposals:

LCPC Director for Long Range Planning Nancy J. Williams gave an overview of the *Request for Proposals* that was released on June 16, 2004. She informed the attendees that LCPC Principal Planner Mary Frey is the Project Manager for the Growth Management Element Update and that Ms. Frey is the contact for all questions pertaining to the Growth Management Element RFP.

- **Pages 2 – 3 - Background Information:** This section covers the history of the Growth Management effort in Lancaster County while highlighting the need for a Rural Strategy and an expanded Smart Growth Toolbox; the importance of creating an Update that can implemented and the importance of using creativity and innovation in the development of the Update.

- **Pages 4 – 5 – Planning Efforts:** These sections outline some of the recent and current planning activities undertaken by the Planning Commission and/or its partners. Firms are expected to become familiar with these efforts and to reflect their knowledge of them in their proposal. In order for the County to make what is a very tight deadline, the successful consultant or team of consultants must be ready to hit the ground running. The Growth Management Element Update is occurring at a time when many other planning efforts are also occurring. A list of resources was distributed to further help the firms to become familiar with some of the other efforts. The successful firm will receive a copy of a report produced by the Plan Review Subcommittee. The report evaluates the strengths and weaknesses of the 1997 update to the Growth Management element.
- **Pages 6 and 7 – Task Force and Subcommittee Background:** These sections were explained by Mr. Jackson during the opening remarks.
- **Pages 7 to 9 – Scope of Work and Consultant Responsibilities:**
 - A. Public Participation
 1. Assist in developing and conducting the Update public participation process, with particular emphasis on strategies to generate broad community participation and support, including support from municipalities.
 2. Identify an evaluation strategy to measure the effectiveness of:
 - a. Outreach efforts to a broad number of stakeholder groups; and
 - b. A process for collection of information from stakeholder groups.
 3. Identify a roll-out strategy for presenting the Update to the Lancaster County Planning Commission, Board of Commissioners, media, general public, municipalities and others.
 4. Assist in the public review and approval processes for the Update.
 - B. Meetings
 1. Attend monthly Task Force meetings; monthly Steering Committee Meetings with the Co-Chairs, Subcommittee Chairs and Lancaster County Planning Commission staff; and up to 2 Subcommittee meetings each month. See Section 5, Sub-section 5B for related discussion on meetings.
 2. Develop Task Force, Steering Committee, and Subcommittee meeting materials, and develop guidelines and materials for public meetings.
 - C. Data/Research/New Initiatives and Strategies
 1. Compile and analyze demographic, social and economic data, including, but not limited to, population targets and employment projections. Gather and analyze statutes, policies, regulations and programs at the state and national levels that influence the key priorities of this RFP.
 2. Create a Geographic Information Systems analysis of diverse data sets related to factors affecting growth (e.g., geology, water

resources, economics, parcel size, ethnicity, zoning, etc.). This tool will be transferred to the Lancaster County Planning Commission as a deliverable.

3. Compile and analyze input provided through stakeholder groups through the public participation process.
4. Develop population targets for each municipality in the County to the year 2030, based on the County's population projections and forecasts.
5. Review information on related plans and studies and identify opportunities to leverage this information as part of this Update.
6. Research and summarize relevant global, national, state and regional trends, best practices, and new initiatives and strategies in comprehensive planning and growth management and discuss their possible application for the County.
7. Assist in the development of options and strategies for growth including strategies for location, pattern, and timing; new options for Growth Areas and Rural Resource Area Designations; Priority Development Areas; alternatives to rural sprawl; a process to address land uses of regional significance; and an infrastructure strategy that is consistent with the updated growth management program.

D. Implementation Strategies

1. Identify implementation strategies that will assist municipalities in supporting and implementing the Update.

E. Plan Components

1. Develop 2030 Map-Based Probable Future, Alternative Futures, and Preferred Future Land Use Scenarios.
2. Identify, analyze and evaluate buildable lands within designated UGAs and VGAs. Include in this analysis all urban land recycling opportunities and other Priority Development Areas for economic opportunity, housing, institutional use, etc.
3. Review growth patterns in rural areas, identify the underlying causes of rural sprawl and develop a Smart Growth Rural Strategy.
4. Develop a Wastewater Disposal Strategy to compliment a Smart Growth Rural Strategy.
5. Develop a Smart Growth Tool Box. Be Creative!
6. Assist with the design and the text material for the Update, including reproduction of the Executive Summary into a stand-alone, reader-friendly, attractive format.
7. Assist in identifying a non-technical name for the Update that will catch people's attention and imagination.
8. Be creative overall in the components for this Update.

The consultant or team of consultants will be responsible for the following:

- A. To provide professional planning services to the Task Force, the Lancaster County Planning Commission, and the staff. These services include meeting attendance and facilitation; data compilation and analysis; policy review and assessment; smart growth strategies to promote creative approaches to achieving the County's growth management policies; development of a public participation plan, including strategies and techniques to reach a broad spectrum of the County's stakeholders; knowledge of opinion research and survey processes; implementation strategies; development of drafts of the component parts of the Update; and mapping and Geographic Information System services.
- B. To attend and conduct an average of 4 Task Force related meetings each month and up to two public meetings each month. Consultant will provide input into the agendas and provide materials for meetings based on their responsibilities. Also see Section 4, Subsection 4B.1 for further discussion on meeting responsibilities.
- C. To provide various draft components of the Update; and advise on the Update's overall format.
- D. To provide a strategy for presentation of the Update to, and review by, the various stakeholders, policy makers and the media.

Page 10 – County Responsibilities:

- A. The Lancaster County Planning Commission will serve as the project manager for this project. Staff will work in conjunction with the Consultant Subcommittee to manage the consulting services.
- B. The Lancaster County Planning Commission will provide Geographic Information System data. The Lancaster County Planning Commission may provide limited Geographic Information System analysis and mapping services as part of this project. The proposal should clearly itemize those services that will be provided by the consultant and those to be requested from the Lancaster County Planning Commission.
- C. The Lancaster County Planning Commission will provide administrative support in the form of preparing, copying and mailing of meeting agenda materials and minutes. The Lancaster County Planning Commission will also handle logistics of reserving and setting up meeting facilities.
- D. The Lancaster County Planning Commission will provide administrative assistance in the preparation and circulation of the draft Update components, etc. in conjunction with the consultant (Consultant will provide originals and supporting documents to the Lancaster County Planning Commission in a timely manner in order to facilitate efficiency).
- E. The Lancaster County Planning Commission will be responsible for the production of all drafts, although the consultant will assist in the

design and the development of those drafts. The final document will be made available in several different formats, i.e., web, CD, and print.

- **Page 10 to 11 – Consultant Qualifications:**

- A. Recent experience in Growth Management plans developed consistent with the specifications of the MPC and for communities of this size is required.
- B. Past and current experience with a project of this scope must be demonstrated.
- C. Expertise and experience in rural planning and economics must be demonstrated, along with knowledge or experience with rural wastewater disposal options, particularly as it relates to the Pennsylvania Act 537 Official Sewage Facilities Planning process.
- D. For consultant teams, all firms should be identified and their role described in an organizational diagram. The lead consulting firm should be identified. For a single firm, the same diagram relative to this project is required.
- E. A statement of the qualifications of all principals and staff of the firm(s) who will directly work on the Update is required. Relevant experience should be demonstrated in visioning techniques; compiling and analyzing data and related plans/studies; analyzing population projections and forecasts and generating population targets; meeting facilitation; generating alternative options and scenarios; the identification and application of best practices in smart growth and growth management principles; developing recommendations and implementation strategies; and utilizing Geographic Information Systems as an analytical tool. The proposal must include specific examples of the consultant's experience in these areas. The principals and staff identified in this section should be consistent with the information provided on the diagram under item D above.
- F. A working knowledge of other elements of the Comprehensive Plan and an understanding of the relevance and relationship of those elements, and local and multi-municipal plans, to the Growth Management element (See **Related Planning Efforts** Section of this RFP).
- G. An ability to generate specific recommendations that can be tangibly implemented and measured as to their effectiveness.
- H. Experience as it relates to strategies to obtain broad community participation and support, including the involvement of the general public, unrepresented groups, municipalities, policy makers, urban and rural communities, and other groups representative of stakeholders in Lancaster County.
- I. Experience in working with the media to promote public involvement in the planning process and to employ effective public relations strategies and techniques to gain public support, including municipality support, for the plan's adoption and implementation.
- J. Experience in managing conflicting view points and experience in

organizing a wide range of stakeholders to a level of acceptable consensus.

K. Compliance with the nondiscrimination and equal opportunity policy of the Commonwealth of Pennsylvania.

- **Page 11 – Technical Proposal – Evaluation Criteria:**

Proposal evaluations will be based upon completeness, quality, and level of detail reflected in the proposals that show an understanding of:

- A. Lancaster’s demographic and economic profile from a local and a regional context.
- B. The County’s Growth Management Program.
- C. The various elements of Lancaster County’s Comprehensive Plan, i.e., the Policy Plan, *Revisions*, and the functional elements.
- D. The relationship of the other elements of the County’s Comprehensive Plan to the Growth Management element.
- E. The relationship between local and multi-municipal comprehensive planning efforts and the Growth Management element.
- F. Knowledge of *Envision* and other local Smart Growth efforts.
- G. Creativity and innovation as applied to this planning process and the expected products.
- H. Knowledge of the MPC, compliance requirements, and recent amendments.
- I. Reference list of current and past clients.
- J. The utilization of socially and Economically Restricted Businesses.
- K. Overall qualifications, skills, and experience of the consultants and personnel assigned to the project, including qualifications in conflict management and public participation.
- L. Detailed program of work for plan preparation, adoption, and implementation consistent with the requirements of this RFP.
- M. Work schedule with time estimates that are realistic and responsive to the County’s needs and requirements.

- **Page 12 – Fee Proposal:** An itemized Fee Proposal must be submitted under separate cover with the Update Proposal. Costs should be presented in a range format for each deliverable or service. A total should be provided for each range column.

- **Page 12 – Disclosure:** A disclosure statement that identifies any personal, financial, and/or family relationship that anyone assigned to this project may have to the County, the LCPC and staff, or members of the GMUTF must be provided. A list of the Task Force membership is included on the LCPC web site under “What’s New.”

- **Page 12 Questions and Answers:** Questions from the Pre-Proposal meeting and any written questions received as of July 2nd will be answered. Copies of the questions and answers will be sent to all the firms that attended the Pre-Proposal meeting and will be posted on the LCPC web site.

- L. **Page 13 – Selection Process:** The deadline for proposals is July 19, 2004. Twenty-five copies of the Update Proposal and the Fee Proposal must be received by 5:00 PM EST on July 19th. These items should be sent to

Mary Frey at the Lancaster County Planning Commission. Her address is noted on page 13 of the RFP.

Ms. Williams stated that during the evaluation process a shortlist of candidates will be generated in early August with interviews and the selection process to occur by August 20th. She informed the attendees that a recommendation to the full Task Force is anticipated in early September and the recommendation will then be submitted to the Lancaster County Planning Commission and Lancaster County Board of Commissioners by mid to late September for their consideration.

GMUTF Consultant Subcommittee member Arthur Mann, Sr. informed all attendees that the Hourglass Foundation has a survey available that may be utilized as resource material. A summary of the Hourglass Foundation Survey may be accessed on the web at www.hourglassfoundation.org

IV. Closing Remarks:

Mr. Mann stated that the Growth Management Update is something that should be action-oriented; therefore, it must be something that the people and organizations will be able to implement.

Mr. Jackson stated that the Lancaster County Board of Commissioners is very action-oriented, and the Update should include the identification of candidates that can assist with implementation.

Mr. Parrish informed the attendees that Lancaster County's GIS is a great resource.

Ms. Williams informed the attendees that the GMUTF Plan Review Report will not be circulated before a consultant is selected.

Mr. Jackson thanked everyone for their attendance and reminded them to sign the sign-in sheet and that the deadline for questions is June 2nd. He also reminded the attendees that questions should be directed to Mary Frey, the contact for the RFP and that Ms. Frey's e-mail address is contained in the RFP.

**See next Section for Questions and Answers provided at the June 30th
Pre-Proposal Meeting.**

June 30, 2004
Lancaster County Growth Management Element Update
Pre-proposal Meeting
Questions and Answers

1. *What GIS analysis does the County think is needed?*

Project Manager Mary Frey is currently working with LCPC's GIS Section to generate needed data. After reviewing the County's GIS data, the consultant can then identify any additional data needs.

2. *Define the difference between targets and projections.*

In 1993, LCPC adjusted population projections by working with various municipalities to develop population targets. The factors for adjusting population projections into population targets were generated by the given municipality. These factors can be viewed as economic and land use influences. They are utilized to fine tune projections and they often reflect a municipality's desire to maintain or prepare for population growth.

3. *What if the consultant disagrees with the projections?*

LCPC is investing in new population projections through the Housing Element Update which is underway. LCPC expects the Growth Management Element Update consultant to provide candid feedback if they do not agree with the projections.

4. *How involved will the advertising firm, Scheffey Advertising, be with the public involvement requirements?*

Scheffey Advertising has a contract with the County. They will be a good resource for information on smart growth and stakeholder groups that are in Lancaster County. They have worked with LCPC on our Envision Program and they also work with the Coalition for Smart Growth. In that regard, again, they can function as a resource; however, Scheffey Advertising will not develop the strategy for the public involvement initiative, and they will not be a part of the consultant team.

5. *Is the Hourglass Survey enough? Does the County want public meetings or another county-wide survey?*

The Hourglass Survey is a resource that can give background information on issues in Lancaster County. It should not be used in lieu of public meetings. The Task Force wants public meetings because it needs to hear from the public especially with developing a rural strategy. How a consultant designs the public participation element of the proposal is entirely up to that consultant. Put together a scenario to which the public will respond and measurable results may be taken.

6. *Is money budgeted?*

The Task Force is looking for a quality document and if the consultant's fee proposal is reasonable, people on the Task Force will advocate for the needed funding. This project however is not anticipated to be a \$1 million project or a \$500,000 project. In that regard, the Task Force is looking for a realistic range for professional expertise. There is money in LCPC's FY04 budget to help cover costs, and additional funding will be requested in LCPC's FY05 budget to bring the total amount to a level to cover consultant costs.

7. *Is the deadline negotiable?*

The County would like to have this Update completed as quickly as possible, so it is important that every effort be made to adhere to the timeline. Although the RFP covers a lot, the major components of the Update—as indicated—are anticipated to be a strong rural strategy and a strong smart growth tool box to promote livable communities.

8. *Will the number suggested on the Fee Proposal disqualify a consultant or consultant team even though a quality Plan Proposal is submitted?*

No. Remember, we are asking that you submit the Update Proposal and the Fee Proposal separately so that the Update Proposal can be at least initially viewed in isolation of the Fee Proposal. Also, remember that the Task Force is asking for a price range. Negotiations can then be employed if there are differences to reconciled.

9. *Are you looking for a Waste water Policy for UGAs as well as for the Rural Strategy.*

The Task Force is not looking for a county-wide 537 plan. We believe the problem is in the rural areas. A lot of the rural sprawl is the result of on-lot waste disposal systems. The Task Force is looking for a strategy that will help reduce rural sprawl.

10. *Are their storm water issues?*

Storm water will be an issue. The Task Force will rely on the consultant's expertise with storm water regulations to explore the relationship of storm water issues to the strategies in the Update.

11. *Please clarify the extent of the utilization of socially and economically restricted businesses.*

The Task Force is not looking for a given number but a demonstration that consideration is being given to this policy.

12. *Is there a preference of software that should be used for GIS?*

It doesn't matter; however, LCPC's GIS Section will be able to address this more thoroughly.

13. *To what extent will the County's GIS be available?*

LCPC has a GIS section. The Task Force is looking for the consultant to review the data available and provide suggestions. The County's GIS staff will be available as a resource, but LCPC and the Task Force are expecting the GIS work to be done by the consultant.

14. *How available will LCPC staff be for this process?*

The Project Manager will be very accessible and can be communicated with throughout the work day.

15. *Will the consultant need to attend 4 monthly meetings throughout the entire eight months of consultant involvement?*

There is going to be some ramping up once the consultant is brought on board, so there will not be a need for the consultant to attend 4 meetings immediately. However, as the process moves forward the consultant will be expected to attend the Task Force, Steering Committee, and at least 2 subcommittee meetings each month along with public meetings.

16. *Are there other public involvement activities underway that can overlap with the Update, where a consultant can conduct a public forum? Or is there a preference for public involvement with the Update is kept separate from those activities?*

To whatever degree a consultant can leverage public outreach at other meetings/activities is desirable. Information on other activities is available on

the LCPC web site. There is a matrix that shows how the various elements of the County's Comprehensive Plan overlap with each other. One word of caution is to be as clear and specific as possible to avoid confusing the public with multiple activities.

17. How far along is the Housing Element Update?

The Housing Steering Committee has been meeting since September 2003. They have gathered a lot of background information that deals with the housing issues in Lancaster County. A consultant team will have its kick-off meeting with the Housing Steering Committee in July. The Housing Update is expected to be completed in late Spring 2005.

See next Section for Questions generated from firms via the phone and email through July 2. The Answers are provided as well.

July 2, 2004
Lancaster County Growth Management Element Update
Questions via Phone and Email

- Q: Will the minutes and attendance list from the pre-proposal meeting be available?
- A: Yes. The minutes and attendance list from the pre-proposal meeting will be distributed to all consultants on the Growth Management Plan Update RFP mailing list.
- Q: To what degree is transportation expected to be addressed in the Growth Management Plan Update considering the fact that the County is in the process of adopting its Long-Range Transportation Plan?
- A: Big picture transportation issues should be the focus of the Update. Also, coordination of growth management and transportation should be addressed.
- Q: What is the project budget?
- A: As stated in the RFP, we would like a proposal that includes a range of itemized cost figures based on identified Update components.
- Q: Is there a maximum not-to-exceed budget amount?
- A: No figure has been set.
- Q: Is it possible to obtain a listing of all the firms that the RFP was sent to? Or is there a listing of local firms?
- A: No. The Task Force has indicated that the distribution list will not be distributed. However, we do plan to distribute the list of attendees from the 30 June Pre-proposal meeting, along with the questions and answers on July 9th.
- Q: Will GIS data be available to the selected consultant? What is the extent of data to be developed?
- A: The County has an extensive GIS database. Staff has identified numerous data sets that are necessary or may be useful for the Plan Update, and GIS staff is developing these GIS coverages. The consultant will need to determine the need for additional data.
- Q: Does the County think that the Growth Areas have been successful?
- A: Yes. 13 Urban Growth Areas and 26 Village Growth Areas have been established. A considerable number of municipalities have participated in multi-

municipal plans, updated zoning ordinances, or enacted new Act 537 Official Sewage Facilities Plans. Growth Areas have been ingrained as a planning tool in the County. See the 2002 *Lancaster County Growth Tracking Report* for a review of the use of Growth Areas/Growth Boundaries.

Q: Have Growth Areas had an effect on development density?

A: We have seen a slight increase in density in Urban Growth Areas from 1994 to 2002. However, additional tools and incentives are needed to further implement Growth Areas.

Q: What powers does Lancaster County have to implement growth management? How does the County view implementation of the Growth Management Plan Update?

A: Lancaster County has no authority to implement growth management measures. The County is comprised of 60 municipalities – 41 townships, 18 boroughs, and the City of Lancaster. The County's power is primarily that of partnership. In that regard, growth management is achieved through partnerships, coalitions, and collaborative efforts with local governments, non-profits, developers, and community organizations. The County does provide grant money for transportation, parks and open space, and regional planning.

Q: Should the proposal focus on the rural areas of the County?

A: Yes. Rural Areas should be a major focus of the Update. The main focus of the existing Plan was the establishment of Growth Areas. Now we need to turn more attention to the rural issues outlined in the RFP. However, *implementation* of growth management practices in Urban Areas, including the development of a Smart Growth Tool Box, should also be a priority.

Q: Are there other Comprehensive Plan elements that are particularly important to the Update of the Growth Management element.

A: Yes. The Policy Plan element of the Lancaster County Comprehensive Plan, *Revisions*, is the foundation for the Growth Management element. The Housing element is currently being updated and must be coordinated with the Growth Management Update. An updated Transportation element was adopted in June, 2004. And a Strategic Tourism Development element and a Historic Preservation and Cultural Resources element are underway.

See next page for Firm Addresses.

Lancaster County Growth Management Update Pre-Proposal Meeting

Firms in Attendance

Orth-Rodgers Associates, Inc.
4999 Louise Drive
Mechanicsburg, PA 17055

RETTEW Associates, Inc.
3020 Columbia Avenue
Lancaster, PA 17603

Hanover Engineering
20C Snyder Lane
Ephrata, PA 17522

HNTB Corporation
9175 Guilford Road, Suite 100
Columbia, MD 21046

Kise Straw & Kolodner, Inc.
123 S. Broad Street, Suite 1270
Philadelphia, PA 19109

Mackin Engineering Company
157 Limekiln Road, Suite 300
New Cumberland, PA 17070

Spotts, Stevens, & McCoy, Inc.
345 North Wyomissing Boulevard
Reading, PA 19610

Trans Associates
123 North Enola Drive, Suite 2
Enola, PA 17025

Wallace Roberts & Todd, LLC
260 South Broad Street
Philadelphia, PA 19102

Innovation Focus, Inc.
111 E. Chestnut Street
Lancaster, PA 17602

McCormick, Taylor & Assoc., Inc.
Two Commerce Square
2001 Market Street, 10th Flr.
Philadelphia, PA 19103

Taggart Associates
23 East Third Street
Bethlehem, PA 18015

Thomas Comitta Associates, Inc.
18 West Chestnut Street
West Chester, PA 19380

Louis Berger Group, Inc.
199 Water Street
23rd Floor
New York, NY 10038

Stackhouse Bensinger, Inc.
330 Revere Boulevard
Sinking Spring, PA 19608